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Special Report

Preparing to Hire a Manager

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Prior to beginning a search for a manager, the group should answer the following questions.

What is the Current Status of the Group?

1. What are the objectives of your group? How well are they being achieved?
2. What are the basic financial parameters of the practice? Consider:
 - a. Number of physicians
 - b. Specialties represented
 - c. Number of employees
 - d. Number of locations
 - e. Annual patient billings
3. What are the reasons for the existence of the open position? What are the circumstances surrounding the vacating of the position by the manager who occupied it?
4. Why is the position not being filled by someone within the organization?
5. What efforts have been made, so far, to fill the position?
6. What are the short-range and long-range plans of the group that would affect the future manager?



7. What objectives would the new manager be expected to achieve, over what period?
8. What specific results must be produced? Within what time frames?
9. What are the specific authorities, accountabilities, responsibilities, functions and duties of the open position? Does a job description exist for this position?
10. How does the informal organizations within the organization operate? How are they likely to affect the new manager?
11. What are the strengths and weaknesses of the group and of that part of the organization with which the candidate will be mainly involved?
12. What will be your answer when candidates ask, “What would be the future opportunities for me in your group?”

What are You Looking For in terms of a Candidate?

Prior to beginning your search, you should agree on the following in regards to the candidate:

1. Educational background desired:
 - a. Essential
 - b. Desirable
2. Experience desired:
 - a. Essential
 - b. Desirable
3. Specifically, what experience must the candidate have had?
4. How would you describe the personality of the manager who would be most likely to succeed in the position?



What Compensation are you Considering?

You should also agree on the compensation for the position (the Medical Group Management Association publishes a useful survey of Medical Group Management compensation and benefits). Consider :

1. Salary
2. Bonus
3. Other items:
 - a. Life, medical, accident and disability insurance
 - b. Vacations
 - c. Educational allowances
 - d. Profit sharing/pension plans
 - e. Automobile allowance
 - f. Clubs
 - g. Deferred compensation
 - h. Loans
4. Are you prepared to underwrite all of the costs and expenses involved in moving a manager from one location to another?

As you might expect, our knowledge in this area is based on the fact that Latham Consulting Group has provided **Executive Search Services** to many medical groups. If we can provide assistance or answer any questions you might have, please contact us at 704/365-8889.